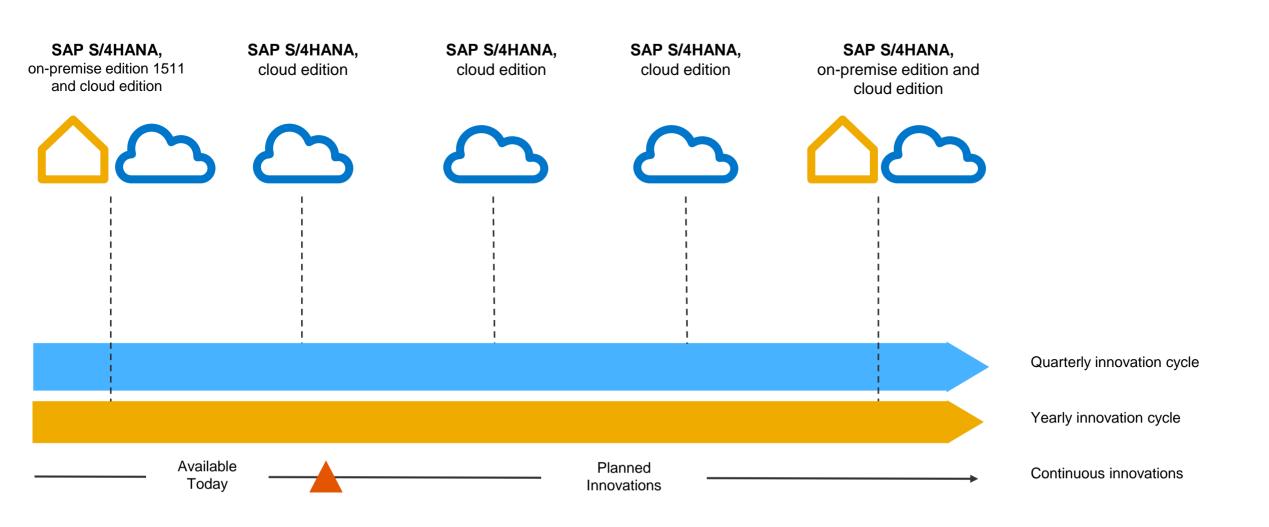


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SAP S/4HANA delivery schedule



Product road map* structure

Streamlined Procure to Pay

Supplier Information and Master Data

Sourcing and Contract Management

Operational Procurement

Inventory and Basic Warehouse Management

Invoice and Payables Management

Accelerated Plan to Product

Production Engineering

Production Planning

Production Orchestration and Execution

Inventory and Basic Warehouse Management

Project Control and Product Development

Maintenance Management

Quality Management

Optimized Order to Cash

Order and Contract Management

Inventory and Basic Warehouse Management

Receivables Processing

Enhanced Request to Service

Service Master Data Management

Service Management

Service Parts Management

Service Agreement Management

Human Resources Foundation

Time and Attendance Management

Core Finance

Accounting and Closing Operations

Cost Management and Profitability Analysis

Financial Planning & Analysis**

Treasury & Financial Risk Management**

Finance Operations**

Enterprise Risk & Compliance Mgmt.**

Cross Topics

Integration

Enterprise Technology

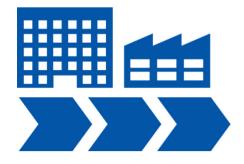
Analytics

End to End solution on-premise edition

^{*} Roadmap structure based on Product Map V45

^{**} Separate license required

End-to-End Processes



Streamlined Procure to Pay

Accelerated Plan to Product

Optimized Order to Cash



Inventory Management

Production Planning and Execution

Availability to Promise

Product Lifecycle Management

Enterprise Project and Portfolio Management

Maintenance Management

Quality Management

Order and Contract Management

Billing and Invoicing

Marketing

Environment, Health, and Safety



Procurement

Streamlined Procure to Pay

Supplier Information and Master Data

Sourcing and Contract Management

Operational Procurement

Invoice and Payables Management

- Self-Service Requisitioning process with cross content and product search
- SAP Fiori Apps for processing of purchase requisitions, purchase orders, contracts, info records, supplier invoices and managing sources of supply
- Purchase Order and invoice collaboration with out of the box integration into SAP Ariba business network
- Smart business KPI Apps to analyze in real-time purchase order value and delivery time, supplier evaluation scores, off-contract spend and contract validity
- Search and contextual navigation for purchase orders, purchase requisitions and info records
- Supplier Evaluation using flexible Questionnaires, Scoring and Weighting enabled
- Enablement of Category Management

- Simplified service procurement process including service entry sheet processing
- Integration with SAP Ariba Collaborative Planning & Sourcing
- Comprehensive Procure-to-Pay support with central SAP Fiori-based overview page for all buyers
- Enhanced SAP Fiori UI's for Purchase Requisition, Purchase Order and Contract processing
- SAP Fiori Apps for managing of scheduling agreements, quota arrangements and source lists
- Search and contextual navigation for scheduling agreements
- Integration of purchasing categories into operational processes
- Open Text integration for enhanced supplier invoice processing

- Semantic multi-backend process capabilities.
 Procurement shared service center via SAP S/4HANA
- Enablement of industry specific procurement functionality within SAP Fiori Apps
- Complete end-to-end business processes via SAP Fiori Apps
- Enablement of SAP S/4HANA as Central Contract Management hub
- Contract Distribution to ERP and SAP S/4HANA backend systems
- Support of Network enabled Sell Side Processes

Solution today

Planned innovations

Future direction

Inventory management

Streamlined Procure to Pay

Accelerated Plan to Product

Optimized Order to Cash

Inventory and Basic Warehouse Management

Inventory and Basic Warehouse Management

Inventory and Basic Warehouse Management

- Real-time inventory management through redesigned data model in SAP S/4HANA
- Simplified material valuation to enable parallel inventory posting for standard price-driven materials
- SAP Fiori apps for inventory managers
- SAP Fiori apps for warehouse clerks

- Enhancement of SAP Fiori apps for inventory managers and warehouse clerks in SAP S/4HANA
- New SAP Fiori apps for inventory managers
- Inventory management with SAP S/4HANA performance optimization for goods movements
- Enhancement of object page

- Simplified material valuation to enable parallel inventory posting for moving average price-driven materials
- New SAP Fiori apps for inventory managers, warehouse clerks, and inventory analysts in SAP S/4HANA
- · Catch weight management integration into the core

Production planning and production execution

Accelerated
Plan to Product

Production Engineering

Production Planning

Production Orchestration and Execution

- SAP Fiori apps for material requirements planning (MRP cockpit)
- Managing and monitoring external and internal requirements
- Managing and monitoring material coverage
- Monitoring production or process orders
- Change requests
- Accelerated material requirements planning (MRP run) in SAP S/4HANA
- Further production planning and material requirements planning adoption for SAP S/4HANA, such as the replacement of the logistics information system

- Integrated production planning and detailed scheduling in SAP S/4HANA
 - Advanced planning and optimization and production planning and detailed scheduling
 - Live cache-based, finite-capacity planning as an integral part of the SAP HANA platform, requiring just one database to manage
 - Advanced analytics
 - One MRP system
 - Simplified data integration
 - Intuitive maintenance of master data and integration models

- New graphical planning board for production planning and detailed scheduling
- Shop-floor cockpit (new SAP Fiori apps for production supervisors)
- · Visual manufacturing planner
- Visual asset management

Advanced available to promise (ATP)

Accelerated
Plan to Product

Optimized
Order to Cash

Production Orchestration and Execution

Order and Contract Management

- Mass product availability check enabled by SAP HANA for sales, planned, and production orders.
 - Advanced available to promise (ATP) check for all items of an order at once
 - Significant performance improvements for releasing large production orders

- SAP Fiori app for delivery managers
 - Deciding which sales orders should be part of the next delivery wave ("release for delivery")

- Back-order processing
- Improved flexibility in back-order processing
- Simplified setup thanks to parameters aligned with business requirements
- Sales product allocation
 - Product allocation check for sales rules, such as fair share, ranked, or prioritized share
 - Simplified product allocation data maintenance (SAP Fiori)

Product lifecycle management

- Production version based on bill-of-material (BOM) data
- Document management system (DMS) integration with mobile documents
- Attachment Service

- Upload Download without ACF in Webdynpro
- SAP Fiori apps for BOM engineers
- SAP Fiori apps for recipe developers
- Simplified DMS HTML5-based document upload and download
- Enhancements for product structure management
 integrated BOM into product structure management

- BOM simplification (SAP Fiori)
- Integrated BOM and routing (SAP Fiori)
- Simplified classification (SAP Fiori)
- Simplified document management (SAP Fiori)
- New process handling embedded software and systems engineering
- CAD integration with the SAP Engineering Control Center integration tool
- New roles supported for development manager
- Enhancements for recipe developer (recipe finder, change simulation)
- Target-driven recipe development and product compliance check with integration to cloud-based content platforms (SAP Fiori)
- Enhanced recipe analytics (SAP Fiori)

Enterprise portfolio and project management

 SAP Fiori apps for project financial controllers and project logistics controllers SAP Enterprise Project Connection* for SAP S/4HANA

- Object pages and list reports SAP Fiori apps for the display of project system object master data
- SAP Fiori apps for WBS creation and editing
- Additional analytical and transactional SAP Fiori apps for project financial controller
- SAP S/4HANA Portfolio and Project Management * ** for simplified management of projects and project portfolios

Maintenance management

 Enable end-to-end maintenance planning and execution functions using the Web Dynpro application with SAP Fiori launchpad

- SAP Fiori apps for employees to create and track request for maintenance
- Object pages and overview SAP Fiori apps for technical objects and notifications

- SAP Fiori apps for maintenance technicians to report and manage malfunctions
- Object pages and overview SAP Fiori apps for order, order confirmation, task list, maintenance plans, measurement points and measurement documents, and material
- Simplified reporting and monitoring of asset performance allowing insight to action
- Simplified master data
- Improved management of geographically distributed assets with integration of a geographic information system solution
- Geospatial enablement of asset management business processes
- · Visual asset management
- Cloud-based applications for transactional and collaborative scenarios
- Asset intelligence network

Quality management

- Core quality management processes supported by SAP software
 - Quality engineering
 - Quality inspection
 - Quality improvement

- New SAP Fiori launchpad for quality technicians
- SAP Fiori app for quality technicians
- Option to search for important quality-related objects
- Object pages for a wide range of quality objects
- New work lists for important quality-related objects such as inspection lots and so on

- New SAP Fiori launchpad for the following roles:
 - Quality manager, quality engineer, quality planner, quality auditor, calibration technician
- Additional object pages for a wide range of quality objects
- Additional work lists for important quality-related objects
- Core data services (CDS) views replacing quality management information system
- Simplified test-equipment management

Order and contract management (sales and distribution)

- Service-provider contract management using SAP Customer Relationship Management (SAP CRM) side by side
- Order management for solution bundles using SAP CRM side by side



- Further enhancements to SAP Fiori UX for main sales user roles
 - Internal sales representative
 - Claims, returns, and refunds clerk
 - Sales manager
- CDS-based analytics replacing sales information system in SAP ERP and SAP HANA Live offerings

Billing and invoicing (sales and distribution)

- SAP Fiori apps for billing clerks (sales and distribution)
 - Scheduling the output of billing documents
 - Running the output of billing documents in the background
- SAP hybris Billing and contract accounts receivable and payable (FI-CA)
- SAP Fiori apps for invoicing managers (SAP hybris Billing)
- · Viewing unbilled revenue
- SAP Fiori apps for accounts payable and receivable managers
- Planned real-time consolidations and visibility into focus areas for KPIs from contract accounts receivable and payable – payment locks, dunning locks, clearing locks, posting locks, statistics on open clarification lists

- SAP Fiori apps for customer operators (SAP hybris Billing)
- Correction of invoicing information in SAP hybris Billing, such as correction of invoiced amount or tax amount

- SAP Fiori UX for billing clerks (sales and distribution)
- Additional role-specific user interfaces with simplified user experience – pricing, design, monitoring (SAP hybris Billing)

Environment, health, and safety (EHS)

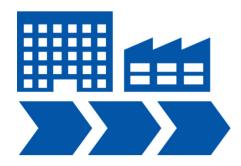
- Incident management
- Health and safety management
- Product safety, dangerous goods, global label management (compatibility packs)*
- Product compliance, discrete industries (compatibility packs)

- EHS launchpad
- · Incident management analytics
- · Incident on any device app
- Lean risk-assessment process
- Risk and control survey
- Integration of dangerous goods with SAP Extended Warehouse Management

- Environment management
- Simplification of incident management, risk assessment, and management of change processes
- Integrated sustainability reporting with SAP S/4HANA Finance
- Global label management with manufacturing
- Integration of dangerous goods with SAP Transportation Management
- Integrated product safety with materials management and operations functionality in SAP S/4HANA
- Integrated product compliance with SAP Product Lifecycle Management

* Usage of compatibility packs for SAP S/4HANA is individually regulated by contract.





Core Finance

Accounting and Financial Close

Cost Management and Profitability
Analysis

Financial Planning and Analysis

Accounting and Financial Close

Treasury and Financial Risk Management

Finance Operations

Enterprise Risk and Compliance Management



Financial planning and analysis

- SAP Accounting powered by SAP HANA (e.g. universal journal, extension ledgers, additional currencies, SAP Fiori apps)
- Extensions to SAP Business Planning and Consolidation optimized for SAP S/4HANA Finance (e.g. B/S planning, cost simulations) *
- SAP Fiori apps and enriched mobile experience
 (e.g. product costing and profitability analysis *

- Additional SAP Fiori apps for controller (e.g. manage cost allocations, production cost analysis, product cost collector cost details)
- Improved planned and actual reporting (e.g. continuation of office client convergence, integration with SAP Lumira) *
- Enhanced planning capabilities (e.g. triggering of planning functions via the HTML5 Web UI, integration w/ SAP Predictive Analysis software) *
- Enhanced collaboration, control, and monitoring capabilities – ongoing enhancements for commenting and workflows *
- SAP RealSpend, cloud edition improved decision making with respect to budgets and tracking spend and expenses *

- SAP Fiori renewal for controlling roles covering entire scope of essential processes in managerial accounting and reporting.
- Embedded forecasts with prediction of future results *
- Embedded simulation (e.g. for hierarchy changes, method changes, FX rate changes)*
- Unified approach to cost allocation (for actuals and plan)

* part of other shipments

Accounting and financial close

- SAP Accounting powered by SAP HANA (e.g. universal journal, extension ledgers, additional currencies, SAP Fiori apps)
- Accelerated financial close (e.g. real-time derivation of profitability characteristics, real-time overhead calculation, faster asset depreciation)
- SAP Revenue Accounting and Reporting (e.g. granular posting runs, contract modifications, migration enhancements, SAP hybris integration) *
- AP Lease Administration by Nakisa (support for SAP HANA and HEC, data collection for revenue contracts, additional languages) *
- Central Finance (e.g. error correction of postings from FI / CO of source systems, higher throughput, additional CO posting scenarios)

- SAP Accounting powered by SAP HANA (e.g. transfer prices with group valuation, introduction of parallel ledger and document split, SAP Fiori apps)
- SAP Business Planning and Consolidation (e.g. support of consolidation with embedded model, real-time read w/o replication from SAP S/4HANA) *
- SAP Revenue Accounting and Reporting (e.g. cost recognition, project-based revenue recognition, advanced contract combinations) *
- SAP Lease Administration by Nakisa leasing solution for non-property (equipment) lessees *
- Central finance *(e.g. simplification of initial load and mappings, replication of cost object changes, reporting on projects, document enrichment)

- SAP Fiori renewal for accounting roles covering entire scope of essential processes in financial accounting and reporting.
- Adaptation to changes in IFRS and local accounting standards as they appear
- Completion of real-time close, including consolidation*, prediction*, and simulation *
- Enhanced integration with SAP SuccessFactors solutions for better availability of accounting-relevant data for recording and reporting
- Further capabilities that extend financial reporting scenarios for Central Finance

* part of other shipments

Treasury and financial risk management

- SAP Cash Management: cash management, liquidity management, bank account management
- SAP Treasury and Risk Management application: IFRS 9 first parts
- SAP Fiori for cash managers for cash position, cash flow, bank account management, and liquidity management
- One exposure: central storage of all actual and forecast operational transactions, the single source of truth for all fin risks from operations
- Trade Finance: Integration of the most important global trade payment method, Letter of Credit, in Treasury as a product category

- Further enhancements to SAP Cash Management: cash mgmt, bank account mgmt, liquidity planning, centralized and decentralized BAM
- Treasury in SAP S/4HANA: "One Exposure" and consumer apps enhancements, FX risk management, hedge accounting according to IFRS 9*
- Further SAP Fiori coverage: continuous apps delivery for treasury, treasury and cash reporting
- Trade Finance: continuous enhancements*: bank guarantee and stand-by letter of credit, integration with different SAP components

- Renewal of SAP Fiori apps for treasurers covering entire scope of essential processes in treasury and financial risk management.
- Advanced capabilities to support predictive liquidity forecast
- Further enhancements in Trade Finance facilitating utilization of cash, credit, investments, and other assets for trade
- Further improvements of bank relationship management including bank fee analysis
- Further enhancements in FX Risk Management streamlining hedge management processes and supporting IFRS9 Hedge Accounting

Finance operations

- SAP Real Estate Broker mobile app search property listings to access accurate real-time property data and connect customers with *
- SAP Fiori apps for collections, dispute, and receivables management: process collections worklists and receivables, manage dispute cases
- SAP Fiori apps for account payables management: supplier payment analysis, overdue payables, DPO, cash discount utilization, future payables, etc.
- SAP S/4HANA Finance, central finance foundation: replication of payment and clearing (pilot shipment)
- Simplified set-up of SAP Credit Management in SAP S/4HANA in a single system landscape

- Additional SAP Fiori apps for receivables management: lockbox apps for reprocessing incoming checks
- Additional SAP Fiori apps for payables management, for example, down payment request
- SAP HANA Cloud Platform Apps for Finance Operations: customer payment management, integration of credit bureau with SAP Credit Mgmt *
- SAP S/4HANA Finance, central finance process: foundation for central payment enablement (pilot shipment)
- Seamless SAP Ariba integration into SAP S/4HANA Finance without the need to install the SAP Ariba Add-On

- Completion of SAP Fiori renewal for finance operations roles including SAP Fiori apps for SAP SuccessFactors (e.g. service requester and apps for back office)
- Further SAP Ariba network capabilities for example,
 e-invoicing, supplier portal, and complete E2E integration between buyer and supplier*
- Integration with SAP AribaPay solution enabling smooth payment processes
- Innovations in supply chain finance, including support for factoring and reverse factoring (via the SAP Ariba network) *
- Enhanced integration with Concur solutions for enhanced transferability of cost objects and account data delivered with supplier invoices

* part of other shipments

Governance, risk and compliance management*

- SAP Business Partner Screening application
- "Three lines of defense" model: integrative appoach for cross-organizational management of governance, risk, and compliance processes
- Enhancements to SAP Audit Management
- SAP Regulation Management by Greenlight, cyber governance edition
- Enhancements to SAP Global Trade Services including functionality for US Foreign Trade Zones

- · Advanced reporting and analytics
- Innovations surrounding cloud identity and access governance
- Improved data protection for enterprise digital rights management
- Extended fraud management
- Enhancements to SAP Global Trade Services broker enablement

- Completion of SAP Fiori renewal for finance operations roles including SAP Fiori apps for SAP SuccessFactors (e.g. service requester and apps for back office)
- Further SAP Ariba network capabilities for example,
 e-invoicing, supplier portal, and complete
 E2E integration between buyer and supplier
- Integration with SAP AribaPay solution enabling smooth payment processes

* Entire scope for Governance, risk and compliance management is part of other shipments

Core Human Resources



Core Human Resources

Core Human Resources



Core human resources (HR)

 Employee integration for SAP S/4HANA, on-premise edition – CDS views of the employee and employment data provided to support the HR employee data model for the on-premise edition Employee integration – calendar-based timesheet for multiple accounting objects for SAP S/4HANA, with access and integration for contingent workers

- Timesheet
 - New flexible calendar-based timesheet for all accounting objects, including embedded KPIs
 - Approval of times for managers and project leads in SAP Fiori inbox
- Employee integration
 - Enablement of a skill-based search on employees from SAP SuccessFactors Employee Central – for example, staffing in SAP S/4HANA
 - Managing generated personnel-number keys in subsystems within SAP SuccessFactors Employee Central to safeguard stable personnel numbers across multiple systems
 - Total workforce integration for SAP S/4HANA with SAP Fieldglass software, SAP SuccessFactors Employee Central, SAP ERP Human Capital Management (SAP ERP HCM), and Ariba solutions to integrate a contingent workforce
- Contingent workforce integration through SAP ERP HCM, including supplier assignment and purchase order assignment
- Support for the existing cloud-based contingent workforce integration in SAP SuccessFactors Employee Central and for SAP S/4HANA, on-premise edition





Integration of Supply Chain Products

Integration of SAP CRM and SAP Cloud for Customer

Cross-Topics

Analytics

Extensibility





Integration of supply chain products

- SAP Advanced Planning and Optimization (including global ATP functionality),
 SAP Supply Network Collaboration, and
 SAP Service Parts Planning connected side by
 side to SAP S/4HANA
- SAP Integrated Business Planning connected to SAP S/4HANA through SAP HANA Cloud Integration technology
- SAP Extended Warehouse Management connected side by side to SAP S/4HANA
- SAP Transportation Management connected side by side to SAP S/4HANA

Integration with further processes in SAP Integrated Business Planning (cloud):

- · Advanced demand-planning capabilities
- Order-based supply planning
- · Enhanced response management
- Segmentation optimization
- Industry-specific processes
- · Collaborative business network planning

SAP Extended Warehouse Management as an integral part of SAP S/4HANA (replacing warehouse management functionality) with:

- Full industry support in SAP S/4HANA
- Planning enhancements for retail and e-commerce
- Integration with load optimization

Integration with SAP CRM and SAP Cloud for Customer

- Full SAP CRM backward compatibility and industry support with side-by-side deployment of SAP S/4HANA
- Visual harmonization through Web UI with SAP Fiori for SAP CRM
- SAP Cloud for Customer integration with the on-premise and cloud editions of SAP S/4HANA
 - Bidirectional integration of business partners
 - Material replication from SAP S/4HANA to SAP Cloud for Customer
 - Creating an SAP S/4HANA sales order out of an SAP Cloud for Customer opportunity

- SAP Cloud for Customer integration with SAP S/4HANA, on-premise edition
 - Full scope (same as SAP ERP integration)
- SAP Cloud for Customer integration with SAP S/4HANA, cloud edition
 - Enhancements to sales integration scenario

 Customer engagement center (SAP hybris) for SAP S/4HANA

Cross-topics

Fully qualified business catalog roles are Group business-catalog roles to business roles – assigned by key user using an SAP Fiori app to Business roles based on job catalog information are Identity and access management business user. Assigned SAP Fiori catalogs are assigned automatically. Customer can use restriction types (cloud only) exposed and ready to be used. in roles for flexible authorization (display only, department views, and so on). Technical jobs are scheduled automatically based on available metadata. Business jobs Support job chains to reflect job dependencies. Extended Job scheduling and monitoring (such as a billing run) can be scheduled and iob monitoring and iob result views. monitored in the SAP Fiori UX All relevant business entities are enabled for easy search. Object browsers are established as Extended capabilities of object browser towards coverage Search and object browser the standard view for these business entities and and quick actions. allow actions and further navigation. New output management with output forms based on Adobe Document Server, SAP Fiori Extend business coverage of new output management. Output management Extend support output channels. Apply branding reuse component for the respective settings dialog. Output determination based on BRF+ capabilities. (business rules framework). New attachments service with specialized cloud Extend business coverage of new attachments service. persistence introduced (configurable). Document Enable attachments service for document viewing on mobile Attachments services data is stored in SAP Mobile Documents devices. infrastructure, which is integrated to the knowledge provider feature.

Future direction

Cross-topics – analytics

On-premise edition and cloud edition

IT user

 Maintaining CDS views in the ABAP programming language for Eclipse

Analytics key user

- · Creating new KPI tiles using existing KPIs
- Creating query views

Analytics end user

- · Query browser
- Multidimensional reporting
- KPIs, SAP Smart Business cockpits
- Specific analytical apps (customer engagement intelligence, finance)
- Analysis for Microsoft Office (on premise only)
- SAP Lumira (acquisition mode, on premise)

Business content

- About 4,600 open CDS views
- Reports finance, sales and distribution, commercial project management
- KPIs areas above as well as material management and production planning

On-premise edition and cloud edition

IT user

Creating and extending CDS views

Analytics key user

- Managing report assignments
- Creating new KPIs

Analytics end user

- Overview pages
- UI-embedded analytics
- Analysis path framework

Business content

 Further views, KPIs, reports to cover SAP S/4HANA scope

On-premise edition and cloud edition

IT user

Creating planning functions

Analytics key user

· Defining planning models

Analytics end user

- Excel integration
- KPI and report gallery

Business content

 Further views, KPIs, reports to cover SAP S/4HANA scope

Solution today

Planned innovations

Future direction

Cross-topics – extensibility

Side-by-side extensibility using SAP HANA Cloud Platform

- Limitations only technical user, for example
- See SAP HANA Cloud Platform road map

In-app extensibility for key users through built-in capabilities

- Field extensibility (custom fields)
- UI flexibility (hide, move, and add fields; change labels) for smart controls
- Report extensibility (new reports)
- Business logic extensibility (code breakouts)
- Forms extensibility (printing forms and e-mail templates)

Side-by-side extensibility using SAP HANA Cloud Platform

With end-to-end processes of identity management and single sign-on

In-app extensibility for key users through built-in capabilities

- UI flexibility for non-smart controls
- Table extensibility custom tables for cloud marketing edition

Side-by-side extensibility with custom Open Data Protocol (OData) services

- Enabling customers and partners to easily create new OData services from CDS views in SAP Web IDE (integrated development environment) with lifecycle management in SAP HANA Cloud Platform
- In-app extensibility for key users through built-in capabilities
- Table extensibility custom tables, custom objects, custom child tables to SAP software objects
- Custom CDS views

Industry enablement



Industry road map

All 25 Industries released for SAP S/4HANA with SAP S/4HANA Finance¹⁾

Industries

- Chemicals
- High-Tech
- Higher Education & Research
- Industrial Machinery & Components
- Insurance
- Life Sciences
- Mining
- Professional Services
- Sports & Entertainment
- Telco
- Travel & Transportation
- Wholesale

Industries released with major coverage²⁾

- Aerospace & Defense
- Automotive
- Banking
- Consumer Products
- · Defense & Security
- Engineering, Construction & Operations
- Mill Products
- Public Sector
- Utilities

Release of additional industry scenarios

including Oil & Gas

First simplified industry Solutions

e.g. Healthcare, Retail, Fashion Public Sector

Release of additional industry scenarios

including Media

Solution today Planned Future

- 1) For restrictions related to S/4HANA Finance 1503, see SAP Note 2119188
- 2) Limitations related to selected industry specific scenarios like CWM and DSD. See SAP Note 2214213 for details.
- 3) As of S/4HANA SP01 (released on February 3rd 2016)

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